



Eastside Reinvestment Summit

Third Annual Report

Councilwoman Ivy R. Taylor
and
Mayor Julián Castro

February 16, 2013



CITY OF SAN ANTONIO

IVY R. TAYLOR
CITY COUNCILWOMAN
DISTRICT 2

February 12, 2013

Dear Neighbor,

Thank you for the continued interest in redeveloping East San Antonio! Today's meeting provides an opportunity to reflect on the progress, challenges and opportunities that face us as we continue the work we began in 2010.

Even before we began the official "Eastside Reinvestment" effort, a strong foundation had been laid over the years in our part of town. East San Antonio's assets are numerous—including our cultural, educational and faith institutions, great housing stock in historic neighborhoods, and people who are committed to positive change.

This document provides updates on the tasks and priorities that were outlined in 2010. In addition, status reports on additional projects that have been added to our pipeline are included.

More than anything, we look forward to meaningful engagement with Eastside residents in order to gain feedback which will guide future efforts to create the community that we aspire to be.

Sincerely,

A handwritten signature in blue ink that reads "Ivy R. Taylor".

Ivy R. Taylor

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CITY OF SAN ANTONIO

JULIÁN CASTRO

MAYOR

February 16, 2013

Dear Friends,

It has been three years since City Councilwoman Ivy Taylor and I launched a series of East Side Reinvestment Summits. The main thing we wanted the community to know then — and what we are demonstrating now — is that those meetings were not for show. We remain committed to seeing fundamental change across the city, and particularly on the East Side.

Today, the work is ongoing and momentum is starting to build. We have succeeded in creating an area that is more investment ready by making neighborhoods safer, aggressively enforcing code compliance ordinances and addressing educational issues so that every child in every neighborhood can get a great education in San Antonio.

Last year, we celebrated the announcement of a \$24 million Promise Neighborhood federal grant that is starting to positively impact educational attainment in the Sam Houston High School feeder pattern. This year, we are adding to that investment with a \$29.7 million Choice Neighborhoods grant that will allow us to jumpstart housing revitalization in the Wheatley Courts area.

There is reason to be proud of the level of collaboration that exists today between the City and key community partners like the San Antonio Independent School District, the San Antonio Housing Authority and the United Way of San Antonio and Bexar County. We have made great progress, but we are by no means finished. And by continuing to work together, we will see profound change on the East Side.

Sincerely,

A stylized, handwritten signature in blue ink, consisting of a large, flowing 'J' and 'C'.

JULIÁN CASTRO

MAYOR



SHERYL SCULLEY
CITY MANAGER

February 8, 2013

Dear Community Stakeholders:

As we recognize the third anniversary of the Eastside Reinvestment Summit, I would like to report on the progress we have made on the Eastside over the last three years. Based on feedback we received at the Eastside Summit in 2010, we focused on the "4 Cs" – Code Enforcement, Crime, Canines, and Catalytic economic development projects. While our work is ongoing and there is still more to accomplish, I am pleased with the achievements to date as well as the continuous efforts being made to improve the quality of life on the Eastside. The statistics below highlight the City's progress since the initial Summit.

- Violent crime has decreased since 2009 by 17.8%.
- A total of 4,058 vacant structures were cleaned or secured and 137 vacant structures were demolished.
- Code Enforcement abated 747,573 square feet of graffiti and responded to 34,500 reactive complaints.
- Animal Care Services impounded nearly 6,500 animals.
- Solid Waste Management sponsored 61 recycling outreach events and collected 642 tons of waste from illegal dump piles.
- 3,346 potholes were repaired; 1,517 traffic sign improvements were made; and 360 base and pavement repairs were made.

In addition to the above efforts, the City has also worked to generate catalytic economic development projects on the Eastside. The focus on economic development is driven by a belief that quality of life initiatives must also focus on economic development to be truly successful. The economic development projects fall into one of the following categories: Mixed Use Development, Housing Development, Corridor Development, or Public Investment; all of which have been identified as important catalysts by the community in the Eastside Summit meetings. These projects which will be detailed at the third anniversary report back meeting represent millions of dollars in public investment in the Eastside. An example is the Red Berry Mansion which was identified as a catalytic project at the Spring 2010 Eastside Summit. Since the Summit, the City of San Antonio purchased Red Berry for \$2.25 million and will initiate a Public

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Private Partnership (P3) to realize the redevelopment and vision established by the community at two public workshops in late 2012. The public workshops identified key development principles for the ultimate redevelopment of the Red Berry Estate which include housing, commercial and recreational opportunities.

In the coming year, we will continue to work with the community and stakeholders to implement catalytic economic development projects and to expand housing choices throughout the community. By partnering with residents, business owners, and community leaders, we can continue to achieve the collective vision of progress on the Eastside that was established at the Summit three years ago. I look forward to seeing the positive impact that the City and our community stakeholders will have on the Eastside in 2013.

Sincerely,

A handwritten signature in black ink, appearing to read "Sheryl Sculley", written in a cursive style.

Sheryl Sculley
City Manager

EASTSIDE REINVESTMENT

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Executive Summary

In 2010, hundreds of Eastside residents and stakeholders came together in a series of meetings to plot the course for East San Antonio's reinvestment. Together, these meetings were collectively known as the Eastside Reinvestment Summit and they were convened by Councilwoman Ivy R. Taylor, Mayor Julian Castro, City Manager Sheryl Sculley and City staff, and were facilitated by Huntley Partners. Huntley Partners produced the original report and guiding document based on community meetings. But, of course, these meetings were made possible by the insight and experiences of East San Antonio residents. It was their ideas for growth and recognition of areas of improvement that led directly to many of recommendations in the Huntley Report and, subsequently, much of the economic growth and improvements in quality of life that have been experienced in the last three years.

This, the third year since the summit, has brought even more excitement to the Eastside. This report will highlight much of what has happened in East San Antonio in 2012, particularly as it relates to the recommendations that came out of the 2010 Eastside Reinvestment Summit. This report addresses the status of the 7 Critical Areas and the 15 Catalytic Projects which were articulated in 2010. It also speaks to progress in key areas of focus such as public safety, corridor development, education, and new housing.

Some of the highlights of the last three year's activity are:

Key Accomplishments

- Promise Neighborhood Grant of \$23.7 Million
- Choice Neighborhood Grant of \$29.7 Million
- Martin Luther King Drive improvements \$1.6 Million
- Passage of City Bond to include key East San Antonio projects (2 new fire stations, new District 2 library, improvements to MLK park and other parks)
- Purchase and redevelopment plans for Red Berry Estate
- Full funding and plans underway for redevelopment of Good Samaritan Hospital into Veteran's Outreach and Transition Center in conjunction with St. Philip's College
- Funding for and construction of University of Incarnate Word Eye Clinic
- S.T.A.R. program housing repairs in Government Hill, Dignowity Hill and Knob Hill
- Decrease in violent crime and development of key public safety initiatives
- Iowa Street Corridor revitalization plan underway
- Improvements to small businesses through SAGE face lift grants

Executive Summary

Remaining Challenges

- Identifying consistent method for providing information to broad audience on revitalization efforts.
- Redevelopment of key blighted properties
- Developing comprehensive strategy for re-use of vacant and underutilized properties
- Identifying long term strategy to continue efforts that are currently funded for finite time periods
- Eliminating unfounded negative perceptions about East San Antonio
- Attracting new employers to East San Antonio

Empowerment grant will bring new resources for financial literacy to families in that area. These initiatives can change outcomes for generations of families in the area. The City seeks to serve as a bridge and connector between these various efforts and community leaders and institutions in order to maximize the impact.

The combination of these large projects, along with smaller neighborhood scale projects will slowly undo the years of neglect. In order to continue the momentum, collaboration between public sector, private sector, and community partners is key. Each entity and individual has a role to play. We are well on our way achieving the vision we outlined in 2010.

The energy and collaborations that began in 2010 have culminated in an extraordinary opportunity for East San Antonio. The area surrounding Wheatley Middle School, which is at the heart of our community, is the target area for multiple initiatives. The Choice Neighborhood Grant is focused on rebuilding the housing in the area; Promise Neighborhoods is working to drastically change educational outcomes; Annie E. Casey grant will allow a new focus on employment for the families in the area and the Bloomberg Financial

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EASTSIDE REINVESTMENT

Third Year Report

"So many wonderful things are happening in East San Antonio. Even though a lot of work remains, we have a lot to be proud of."

- Ivy Taylor



Third Year Report Back

East San Antonio's assets are numerous—including our cultural, educational and faith institutions, great housing stock in historic neighborhoods, and people who are committed to positive change. Over the last forty years, a lack of investment into the area led to deterioration of neighborhoods and commercial corridors. In 2010, city and community leaders gathered to reverse that trend through the Eastside Reinvestment

Summit meetings. At the meetings, community members loudly voiced their concerns over both the lack of basic public investment, as well as private investment into the area.

Since 2010, the Mayor's office, Councilwoman Taylor's office and the City staff have been actively engaged in addressing the concerns. This report outlines that progress and identifies opportunities to address continuing challenges.

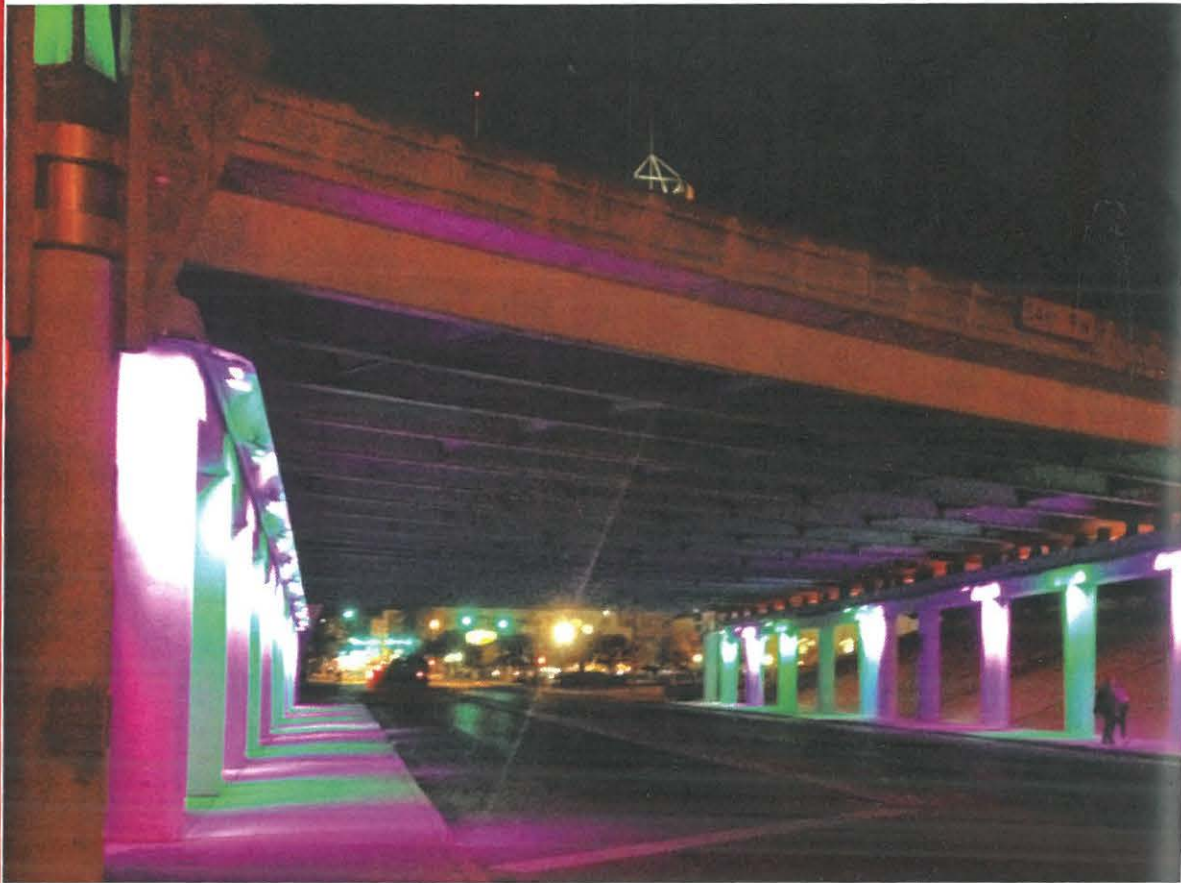
We are at a key moment in the history of East San Antonio. A variety of significant resources have become available to address community challenges, but extensive collaboration is needed in order for us to maximize the moment. We look forward to working with you on this important work.

EASTSIDEREINVESTMENT

Third Year Report

"I am thrilled to see the positive changes taking place on the Eastside. By partnering with residents and business and community leaders, we have made many of the goals of the 2010 summit a reality. I look forward to continuing that vision."

- Sheryl Sculley



2010 Eastside Reinvestment Summit review of the goals entering the summit

In late 2009, Councilwoman Ivy R. Taylor, after meeting with many neighborhood associations and community groups, believed that East San Antonio could generate economic and development interest if the people of the Eastside came together to create a unified vision for growth. Many Eastside neighborhoods had independently produced neighborhood plans, but by coming together, their singular visions could help build a framework for growth that

everyone could reference. Councilwoman Taylor reached out to Mayor Castro, City Manager Sculley, and Huntley Partners to facilitate three public meetings.

In winter of 2010, three public meetings were held at Sam Houston High School, St. Philip's College, and Red Berry Estate to discuss a path forward for the Eastside. All attendees were made aware of the overall goal of the summit. That goal was the creation of the foundation for moving

forward collaboratively with the economic redevelopment of the Eastside.

In order for the summit to be a success it would be important that Councilwoman Taylor, Mayor Castro, City Manager Sculley, and City of San Antonio staff come away with a clear vision of what the summit participants and Eastside residents saw for the future of San Antonio.

EASTSIDEREINVESTMENT

Third Year Report

"Three years ago we came together to identify a path for Eastside success. We are now firmly on that path and dynamic progress is being made. Promise Neighborhood, Choice Neighborhood, and the large number of new businesses are all indicative of our commitment to reinvestment."

- Julián Castro



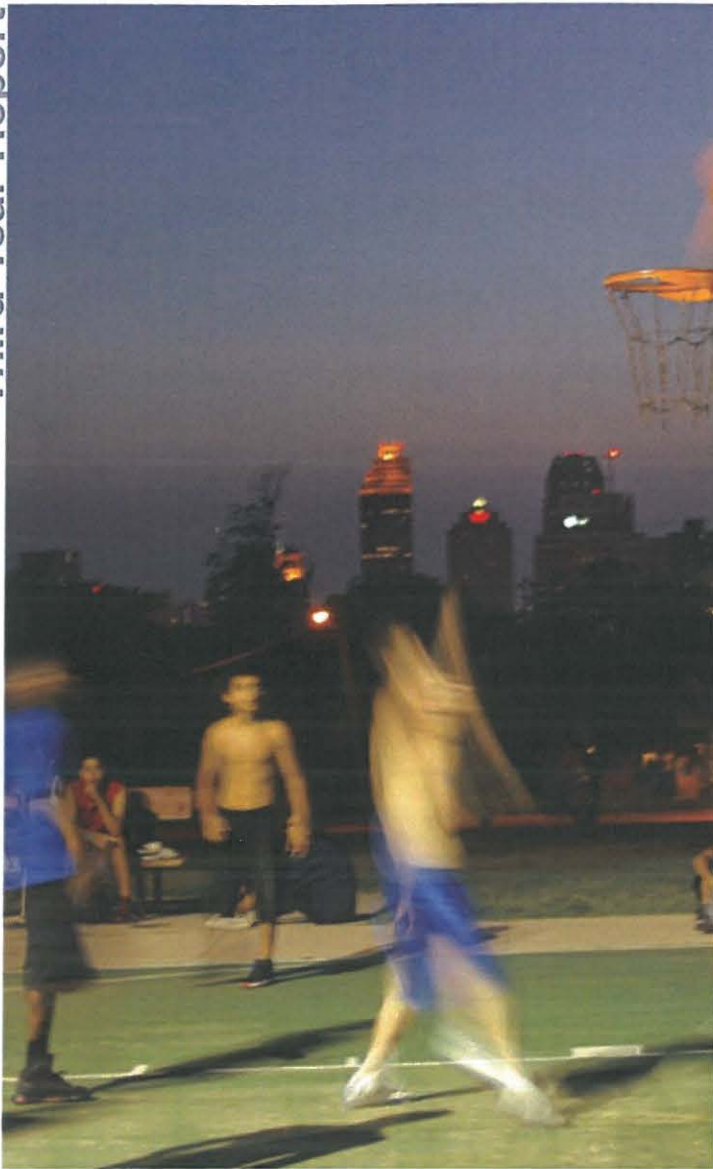
Eastside Reinvestment Summit review of the goals established in 2010

The summit meetings presented an opportunity for Eastside residents to highlight what they like best about East San Antonio and areas where they see the need for improvement. There were multiple breakout sessions on how the Eastside can be improved and what role various groups can play in that improvement. The consensus was that City leaders, City staff, community groups, private enterprise, non-profit organizations, and citizens alike need to be more accountable and work together toward these goals.

In the report on the meetings, commonly known as the Huntley Report, areas for improvement are identified, based on the summit participants input. For instance, during the breakout sessions each group identified five areas for improvement. The following are the top 15 most commonly mentioned ideas:

- Improve media coverage
- Friedrich Building
- Mega Ware conversion
- Willow Springs retail development

- Build a hospital in the Eastside
- Encourage new construction of homes and secure abandoned property
- Capitalize on youth
- Create Fort Sam Houston development district
- Development of corridors
- Create positive marketing
- Reassess vacant property
- Create mixed use developments
- Improve schools
- Complete development of large parks
- Develop a Streetcar line



"Through town hall meetings, summits, and City budget meetings, residents have opportunities to be informed about things that are being done, like playgrounds, hike and bike trails, libraries, neighborhood improvements, and quality of life improvements."

- Catherine Schneider

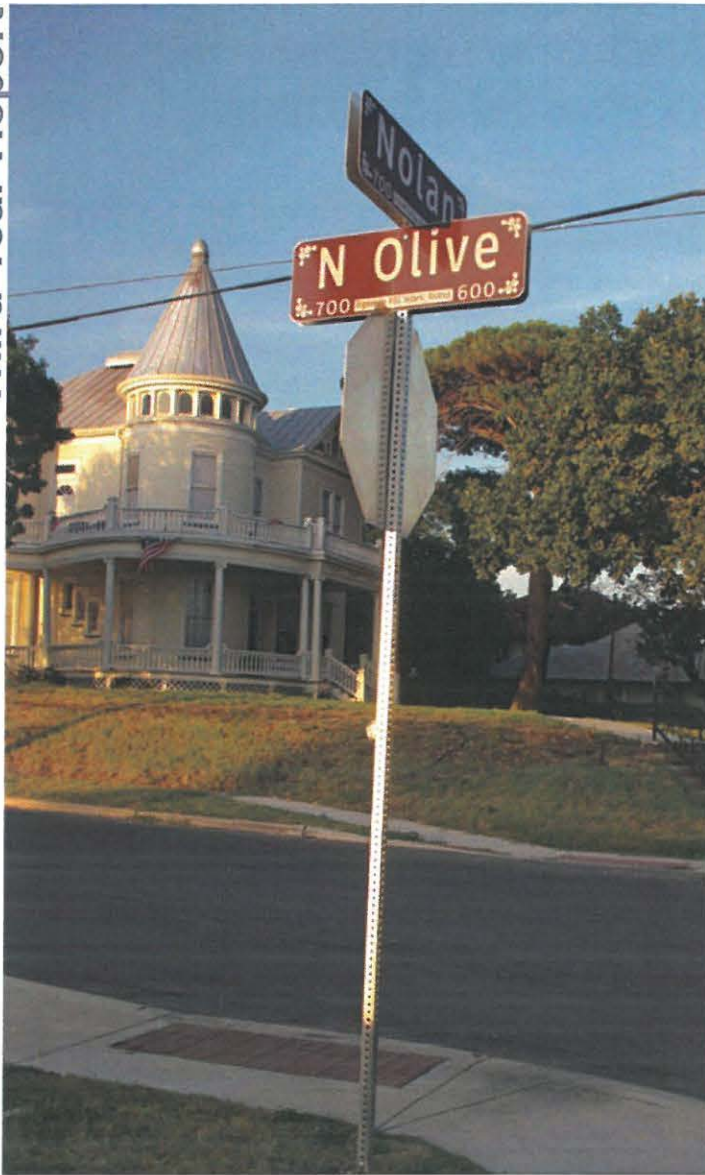


2010 Eastside Reinvestment Summit

review of the goals established - 7 critical tasks

An enormous amount of goodwill was generated following the summit meetings. Huntley Partners recommended seven critical tasks City staff should focus on in order to maintain that goodwill:

- Assign responsibility for managing the redevelopment of East San Antonio to a current or newly created development entity with a specific point of contact
- Create a communication strategy that honors the commitment for open and transparent communication and establishes a framework for on-going engagement
- Immediately execute projects that signal the launch of the revitalization and contribute to improvements that will support long-term development
- Continue the work of City Manager Sculley and leadership team to resolve barriers, obstacles and disincentives investing in the Eastside and promoting quality of life for Eastside residents
- Initiate planning for short-term projects that demonstrate external market interest in investing in the Eastside
- Explore and refine incentive supports suggested at the Developer/Investor meeting
- Host a work session which engages public partners in coordinating their respective plans for programs and service improvements that impact the Eastside and explore the opportunity to coordinate program implementation and leverage resources.



"In the last 36 months it seems that the transformation of the Eastside has begun in earnest. Through the leadership of Councilwoman Taylor and the tireless work of community advocates like Jackie Gorman at SAGE, tremendous progress has been made in all aspects of Eastside revitalization."

- Michael Westheimer



2010 Eastside Reinvestment Summit

review of the goals established - 15 catalytic projects

In addition to the seven critical tasks, the meeting participants also identified 15 catalytic projects to help spur revitalization. It was recommended that the City staff and political leadership focus on these projects. An emphasis on these high profile projects would result in a sustained development interest and growth on the Eastside: The following are the 15 identified catalytic projects:

- 1) Improve the image and media coverage
- 2) Eliminate the negative perception of the Eastside
- 3) Encourage new construction of homes and improve existing housing stock
- 4) Improve and develop existing parks
- 5) Improve school system and their facilities

- 6) Capitalize on youth in the area
- 7) Build a civilian hospital on the Eastside
- 8) Intensify the City's code compliance
- 9) Redevelop the Freidrich Building
- 10) Improve the Mega Warehouse on WW White Road
- 11) Construct a streetcar system along Houston and Commerce Streets
- 12) Develop Eastside corridors
- 13) Create a reinvestment zone/district around Fort Sam Houston
- 14) Encourage mixed-use development that maintains the Eastside character
- 15) Create a retail development center near the Willow Springs Golf Course

Eastside Reinvestment Summit

progress since the 2010 summit

We are now three years removed from the 2010 Eastside Summit and we made significant progress. We have seen improvements in quality of life issues, housing developments, code enforcement, and economic investment. Through grant awards like Promise and Choice neighborhood we have seen positive changes in education and housing. Our neighborhood leadership and community groups have doubled down on their commitment to their communities, and because of their strong leadership we have seen great improvements in those areas. As well, SAGE (San Antonio for Growth on the Eastside) continues to enhance business storefronts and through the Bond programs our Parks and Libraries have expanded and improved.

Although the last three years have seen a lot of positive change in East San Antonio there is still work to do. San Antonio Independent School District has invested time and energy into our kids and improving educational programs, Promise Neighborhood is establishing the foundation for long-term educational improvements, and our charter schools such as IDEA-Carver have had impacts all their own. St. Philip's College invested \$25

"Those of us who on a daily basis work through our neighborhood associations to create change and improvements in our community have been greatly assisted by the synergy that the Eastside Summit, Eastside Promise Neighborhood and CHOICE Neighborhood initiatives and the support of Councilperson Ivy Taylor and Mayor Julian Castro have created in our neighborhoods."

- Diane Green

million dollars in a new science building and Incarnate Word University is completing construction on an \$8 million optometry clinic at Commerce and Walters Streets.

Code enforcement has been an area of focus, as more overgrown lots are being cleared and more vacant houses are being secured or rehabilitated. The City's Land Bank program is an opportunity to create a model for how to address issues of vacant houses and the San Antonio Housing Authority has stepped up to purchase and refurbish many homes in the Wheatley Courts area.

"Momentum and collaboration. We've seen more of this than we have in perhaps two decades! It's exciting."

- Leo Gomez



2010 Eastside Reinvestment Summit progress since the summit

Violent crime in the area is on the decline due to collaboration between SAPD and community residents. The San Antonio Police Department has worked hard with neighborhood associations to be informed on what is happening on the streets of our neighborhoods. The police department has installed security cameras, developed gang injunctions, increased the number of officers on patrol in the Eastside, and established a stronger presence by being more visible in problem areas.

The next few pages include a timeline of how things have progressed in the last three years. Through community investment and support, private enterprise, non-profit assistance, and City leadership, many of seven critical tasks and 15 catalytic projects are being addressed. Plus, other exciting projects have begun that we did not anticipate three years ago.

“The energy regarding the potential for the East Side has been building for several years now. And, when Councilwoman Taylor came into office, she talked about focusing on catalytic projects – those that truly have a broad, multiplier impact. As a result, it's been over the last three years that I've seen the East Side's energy really be transformed into a broad collaborative action plan followed by key initial catalytic actions. The transition from idea to action is a crucial one, and often the most difficult. But, meaningful and impactful steps are now being taken on a long but important journey ahead.”

- Art Hall



2010

2010 Eastside Reinvestment Summit progress since the summit - timeline

"Since attending the Eastside Reinvestment Summit in 2010 I have seen wonderfully positive programs and events go into the Eastside. UTSA's College of Architecture STAR students cleaned up homes in Dignowity Hill, Lockwood Park won the TPR Lighter! Quicker! Cheaper! Initiative, Green Space Alliance sponsored a Community Garden Walking Tour with five gardens on display, the Dignowity Hill Pushcart Derby continues to be a fun family event and watching the downtown firework show from Hays Street Bridge on Fourth of July & New Year's cannot be beat. I believe the Eastside will continue to see quality investment of social, economic and human resources."

- Tina Bigley

Hays Street Bridge reopened

Sutton Oaks Phase I Completed

District 2 violent crimes fell 16.33%

District 2 property crimes fell 9.56%

District 2 drug and prostitution arrests were up 9.7% and 31.9%

1,646 District 2 vacant structures were cleaned or secured

351,541 square feet of graffiti were abated

3,099 dogs were impounded

454 illegal dump piles were collected

2011

2010 Eastside Reinvestment Summit progress since the summit - timeline

"We are excited about the attention our area, Denver Heights, is getting. There are so many good things happening on Iowa Street: new bus stops, park improvements, housing rehabilitation, and so much more. 2013 is Denver Heights' time. Good things are coming to the community."

- Jerri Keys

Fire Station #1 opened
District 2 Senior Center opened
Kaboom playground built at Ella Austin Community Center
Promise Neighborhood grant awarded
MLK Drive improvements
Glorietta Street Improvement Project
HUD award to Merced for Oscar Eason senior apartments

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2010 Eastside Reinvestment Summit

progress since the summit - timeline

"A strong measure of our success in establishing economic growth and a desirable quality of life on the Eastside is the street view presented to visitors and residents alike. Our celebration of the achievements of set goals for the area, however great and grand, must be found in the number of restaurants, bookstores, office spaces, new residences and shops springing up along the corridors leading into our community."

- Shokare Nakpodia

Construction on Incarnate Word Eye Clinic began
Salado Creek Trail opened
Choice Neighborhood Grant award to redevelop Wheatley Courts
Annie E. Casey Grant awarded
Knob Hill Historic street signs installed
Iowa Street enhancements began
VIA began expansion for downtown routes
Wheatley Heights Sports Complex opened
Broke Ground Sutton Oaks Phase II
Red Berry Estate purchased by City of San Antonio
Ellis Alley improvements funded
2012-2017 Bond passes including several projects in East San Antonio
District 2 murder rate dropped 50%
San Antonio Police Department gang injunction
Texas Public Radio Lighter Quicker Cheaper award for Lockwood Park
Collaboration with St. Philips to redevelop Good Samaritan Hospital

7 CRITICAL TASKS

The following pages will outline the seven critical areas identified as a result of the original Eastside Reinvestment Summit in 2010. Great strides have been made in addressing many of these areas, but as you will see, work remains.

7 CRITICAL TASKS

Assign responsibility for managing the redevelopment of East San Antonio to a current or newly created development entity with a specific point of contact

Redevelopment of the Eastside is a task that will take years to complete and involve many partners and organizations. Due to the scale of this work, Huntley Partners recommended that a dedicated and funded management resource be established to oversee the redevelopment process.

The Center City Development Office and the Department of Planning and Community Development for the first two years following the summit shared the responsibility of overseeing the redevelopment effort.

Currently, Paul Jimenez of the Center City Development Office, is serving in this role as the Eastside redevelopment point person. Paul works to make sure the larger vision for Eastside redevelopment is held to and that incentives and investments in the Eastside are

"I came back to work for the City of San Antonio to work on Eastside projects. I am really glad to be a part of the momentum in getting a lot of great things done. I used to see in the paper that positive changes were occurring on the Eastside and I'm thrilled to be a part of that now."

- Paul Jimenez

strategically leveraged. In this role, Paul serves as the point of contact for the public and private partnerships that are necessary in the community-wide redevelopment of the Eastside.

7 CRITICAL TASKS

Create a communication strategy that honors the commitment for open and transparent communication and establishes a framework for on-going engagement

In an effort to continue the dialogue and maintain excitement for Eastside reinvestment, Huntley Partners recommended that open communication about the redevelopment plans remain strong. Additionally, they recommended that stakeholders continue to have input and that the City of San Antonio address strategies for marketing the Eastside so as to highlight Eastside assets and its importance in the economy of a growing San Antonio.

Councilwoman Taylor and City leadership have taken this recommendation to heart and have worked with City staff, community members and stakeholders to bolster communication efforts. The Accountability Committee, was established to facilitate feedback. City staff has expanded the web presence of information relevant to reinvestment efforts and have expanded the web of communication to include more Eastside residents in community forums and planning meetings.

Annual meetings are held to continue soliciting feedback and report on progress.



7 CRITICAL TASKS

Immediately execute projects that signal the launch of the revitalization and contribute to improvements that will support the long-term development goals.

Engaging in highly visible, quickly accomplished projects was important to maintaining the momentum coming out of the summit.

A comprehensive quality of life initiative was implemented immediately. Various City departments worked to address crime hot spots, code compliance violations, trash, vacant buildings, and stray dogs through the initiative. This made a visible impact in the target area.

In 2011, during a meeting with key City staffers, community members requested improvements to the Martin Luther King corridor. This corridor is highly visible not just to Eastside residents, but also to 100,000 participants of the Martin Luther King March. The City repaved a significant portion of MLK Drive



"One of the best improvements I have seen recently is our new sidewalks. Previously, residents walked in the middle of the street to avoid the old broken sidewalks. I also see more residents riding in our neighborhood on bicycles which creates a healthy community."

- Griselda Arciniega

and also purchased permanent banners reflecting Dr. King's life and legacy for the corridor.

"I can't say one project or one person is responsible for all the positive growth that has been going on in the Eastside or particularly in my neighborhood of Government Hill, but it has been a group effort of a lot of people working together toward common goals. I am not saying there is agreement all the time or that there are not battles that have to be fought but at least there is a lot of passion to make a difference on the Eastside."

- Donna Liston

7 CRITICAL TASKS

Continue the work of City Manager Sculley and leadership team to resolve barriers, obstacles and disincentives to investing in the Eastside and promoting quality of life for Eastside residents

City Manager Sheryl Sculley and her leadership team remain dedicated to achieving the vision outlined at the Eastside Reinvestment Summit in January and February of 2010. The staff continues to analyze and implement policy initiatives and strategies related to Code Enforcement, Inner City Redevelopment and Public Safety. Over the past three years,

the City staff has been committed to achieving targeted redevelopment and reinvestment goals in East San Antonio. By working with community members, stakeholders and property owners, the City Staff and District 2 office has learned that it is important to continually evaluate goals, reprioritize efforts, and realign resources to ensure the best results possible.

7 CRITICAL TASKS

Initiate planning for short-term projects that demonstrate external market interest in investing in the Eastside

During the summit, attendees were asked to identify projects that, if completed in the next 6 to 12 months, could serve as catalysts for other projects and more investment. Huntley recommended that the projects selected should show that the Eastside is a good place to invest. Additionally, while those short-term projects were being completed, it was recommended that City staff create an outline for long-term development goals.

After the 2010 summit, City staff immediately went to work on addressing quality of life issues in Eastside neighborhoods that sent the negative messages about East San Antonio. The focus was on code compliance, loose canines, crime reduction and securing vacant abandoned structures. While these efforts provided visible results, staff also began focusing on large scale catalytic projects. Additional short term projects were not an area of



"In the past three years I have seen a lot of changes in our neighborhood. I see fewer drug houses and fewer "vagrants" passing through. More and more people are fixing up their properties and taking pride in their homes and gardens. Also new people continue to move into the area who are homeowners with an interest in seeing the neighborhood improve."

- Carrie Everson

focus until 2011 when the Accountability committee urged the Mayor, Councilmember Taylor and City Manager Sheryl Sculley that the community was seeking more visible results. As a result, the City invested in repaving Martin Luther King Drive and partnered with other public entities to coordinate additional public investments in the corridor. The San Antonio Housing Authority planted trees on their property; VIA

Metropolitan Transit fixed bus stops, and CPS Energy straightened utility poles on the corridor. A similar effort is currently being planned for Iowa Street from Cherry Street to New Braunfels. The Iowa Street effort will include infrastructure improvements, bus stop improvements, the addition of bike lanes, minor façade repairs to homes along the corridor and the addition of a walking trail at Pittman Sullivan Park.

7 CRITICAL TASKS

Explore and refine incentive supports suggested at the Developer/Investor meeting



In some cases, attracting large-scale development projects could take incentives from the City, and the Huntley Report recommended reviewing the current incentives opportunities in place at the time and revising them so as to make Eastside investment more attractive.

Efforts to streamline incentives based on the scale, location, and type of building have taken effect and other programs such as fee waivers remain

helpful in attracting investment. Programs like Inner City Reinvestment Program (ICRIP) and Center City Housing Incentive Program (CCHIP) are available to facilitate development.

The Historic Preservation Office has made restoring homes in historic neighborhoods more viable through fee waivers, while SAGE continues to assist businesses with their Storefront Grants. SAGE has helped over 30 businesses improve the appearance of their storefront, and many of these have been in key corridors adding to the critical-mass effect of Eastside reinvestment.

7 CRITICAL TASKS

Host a work session which engages public partners in coordinating their respective plans for programs and service improvements that impact the Eastside and explore the opportunity to coordinate program implementation and leverage resources.

Bringing public partners together to establish a framework for their long-term Eastside goals and how they can coordinate with the City and one another was the final critical task recommended by Huntley Partners. Leveraging investment opportunities and resources, the Huntley Report suggested, would be more easily accomplished if the City and its public partners were aware of what development opportunities were being pursued.

This cooperation has manifested itself on the Eastside many times in the last few years, perhaps none



"We've seen a lot of progress across the Eastside. There are avenues for people to participate in the reinvestment and access information. We are now able to project where we want our neighborhoods to go through our strategic plans."

- Evelyn Brown

more beneficially than with the work of Promise and Choice Neighborhoods. By coordinating with the City departments, SAWS, CPS, SAISD, and VIA among others, United Way of San Antonio and the San Antonio Housing Authority were able to bring \$50 million in federal grant

money to improve education and housing on the Eastside.

15 CATALYTIC PROJECTS

On the following pages information can be found regarding updates to the 15 catalytic projects. As stated earlier, the catalytic projects were identified because their symbolism and importance to East San Antonio's reinvestment.

That there is an overlap between the catalytic projects and the seven critical tasks is not a coincidence. East San Antonio residents, businesses and community leaders, and City leadership and staff all recognized the importance in addressing issues of code enforcement, media coverage, public safety, and development projects. East San Antonio residents made it clear in 2010 that the following projects would be key to reinvestment.

15 CATALYTIC PROJECTS

Improve the image and media coverage

For a long time it seemed that the only time the Eastside showed up in the paper or news was when they were covering a crime. The media covered few of the many positive things happening on the Eastside and this created a negative impression to people around San Antonio. Since the Summit, that impression has begun to change and positive stories are now commonly reported.

SAGE has contracted with a public relations firm to provide a pipeline of positive stories that reflect East San Antonio.

There is still a long way to go in improving investors' impressions of the Eastside but significant efforts are being made to consistently provide information on positive developments. .



15 CATALYTIC PROJECTS

Eliminate the negative perception of the Eastside

Eliminating the negative perception of the Eastside will be accomplished when all of the other goals from the Eastside summit are nearly met. New housing alone, or improved schools alone, or new business investment alone, will not change the perceptions. All of those things have to be done in concert, and they are getting done. Houses are being refurbished throughout Dignowity Hill and Government Hill, Denver Heights is undergoing an expansive beautification program, SAISD, charter schools, and Promise neighborhood are working to improve the schools, the City's land bank program and private developers are purchasing vacant lots for new housing throughout the area, and SAGE and other business incubators continue to enhance business opportunities.

No amount of good work will change the perception without the goodwill of our friends with the media who are willing to change the dialogue



from the Eastside being a place of crime and danger to a place where children can safely walk to school, where businesses are supported by locals residents, and investment is welcomed.



15 CATALYTIC PROJECTS

Encourage new construction of homes and improve existing housing stock

Improving the housing stock on the Eastside has been slow. Single-family housing, historic homes, senior housing, affordable housing, and apartment homes have all seen an uptick in numbers and quality since the summit meetings.

Government Hill, Denver Heights, and Dignowity Hill have all seen a renewed interest in their historic homes and long-time Eastside residents and people new to the Eastside have been purchasing and rehabilitating homes. Housing on MLK and Iowa Street both received or are scheduled for rehabilitation work. Government Hill has had an

influx of new residents and many hundreds more people will move into the neighborhood with the new apartments on Broadway. San Antonio Housing Authority has built a beautiful mixed-income housing development in Sutton Oaks.

There has been a real interest in improving the housing stock, not only from the City and private and public investors, but also from the Eastside residents themselves.

15 CATALYTIC PROJECTS

Improve and develop existing parks

Improvements have been made to parks since 2010. The Salado Creek Parkway and Wheatley heights Sports Complex represent the two largest investments in Eastside parkland and have attracted people from all over the Eastside and the City to take advantage of the opportunities those great spaces offer. Recently, San Antonio residents agreed to fund over \$3,025,000 in improvements to Pittman-Sullivan Park, Lincoln Park, MLK Park, and Coliseum Park as a part of 2012-2017 Bond.

In addition to those improvements the Eastside has seen an expansion in smaller parks and community gardens over the last three years. Texas Public Radio funded new terraced seating in Lockwood Park, KaBoom! built a playground at Ella Austin Community Center, a linear



"Pittman-Sullivan Park and the hill on which it rests are highly important to Denver Heights, the Eastside and San Antonio for many reasons. For example, if you look closely at the buildings along Iowa St. from Palmetto to New Braunfels, you will notice that not a single home has been lost and that most are in good shape. That's not a coincidence; it's because of the Park."

- Gary Houston

park will be built as a part of the Hays Street Bridge. The Green Spaces Alliance funded several community gardens in East San Antonio.

15 CATALYTIC PROJECTS

Improve schools system and their facilities

Education opportunities on the Eastside have long been perceived as a barrier for reinvestment and new housing development.



SAISD has partnered with Promise Neighborhood to get hundreds of young children into Pre-K classrooms, partnered with neighborhood organizations to improve mentoring and out of school opportunities, and expanded technical training for high school students. The culinary program at Sam Houston High School is now producing some of the finest cooks.

The IDEA Charter School system has taken up residence in East San Antonio and has plans for expansion in the area. The availability of new options like this charter school is important.

The area hosts several private educational institutions like St. Paul's Episcopal Montessori School and the Carmelite School. Miller Childcare has been anchor in the community for years. New Kids on the Block has expanded and provides early childcare as well.

St. Philip's College remains the premier anchor higher education institution in East San Antonio. Numerous campus improvements and program expansions have occurred in the last few years.

15 CATALYTIC PROJECTS

Capitalize on youth in the area

The Eastside has an abundance of young, talented people who have the potential to help their families, community, and city grow. They just need to be given the opportunity. Capitalizing on the energy and creativity young people bring to the Eastside is imperative.

There are many opportunities for East San Antonio children to develop the skills necessary to succeed in school and life. There is educational programming for children as young as three or four years old at Tynan Early Childhood Center all the way up to the robotics team and culinary program at Sam Houston High School. As well, there is an abundance of out of school opportunities through Martinez Street Women's Center, Boys and Girls Club, and St. Philip's Summer Youth Program. The Gamma Sigma Girls are also expanding the horizons of Eastside youth.



Through the work of the Cherice Cochrane Mentoring Foundation and Claude and Zernona Black Developmental Foundation, young people are learning the skills to become the leaders of tomorrow's Eastside communities.

"Great schools and great neighborhoods go hand in hand! Two years ago our neighborhood made a deliberate decision to partner with the neighborhood elementary school to develop a tutoring/mentoring program. This has led to other community partners becoming involved such as Select Federal Credit Union, the San Antonio Museum of Art and Eastside Promise Neighborhood. We encourage residents and business partners to get involved. Ensuring academic success for our kids is a huge priority for our inner city neighborhoods."

- Barb Garcia

Despite all of these opportunities, there are still challenges that must be addressed.

15 CATALYTIC PROJECTS

Build a civilian hospital on the Eastside

University of Incarnate Word is in the process of constructing an optometry clinic that will be able to serve thousands of Eastside residents on an annual basis. Antonio, but there have been numerous discussions about the potential for a medical facility at I-35 and Walters Street.

St. Philip's College is also demonstrating this commitment to healthy futures for Eastside residents. The college recently completed work on a \$25 million sciences building to help improve the training, knowledge, and experience for Eastside youth who will hopefully one day be Eastside healthcare providers.

There are currently no firm plans for building a hospital in East San



15 CATALYTIC PROJECTS

Intensify the city's code-compliance enforcement

The City's Code Enforcement Section has taken a more focused approach to addressing code violation issues in East San Antonio. Code officers are proactively working to address code compliance issues on key corridors in East San Antonio. Code Enforcement abated 747,573 square feet of graffiti and responded to 34,437 reactive complaints and 45,320 proactive complaints. Since the Eastside reinvestment summit began, 4,058 vacant structures have been cleaned or secured and 137 vacant structures demolished.

Last summer, Councilwoman Taylor requested that the City staff take a comprehensive look at policies and processes related to the delivery and execution of Code Enforcement. There are many properties on the Eastside and throughout the City of San Antonio that have been neglected for years, have "cloudy" title issues and significant back taxes. These



complex issues make it increasingly difficult to redevelop properties and realize neighborhood reinvestment in East San Antonio. As a result, the City staff committed to updating the neighborhood revitalization initiative. They are working to develop a comprehensive toolkit to address underutilized properties

throughout the city. This effort will include policy and program recommendations based on neighborhood needs. Councilwoman Taylor will continue to monitor progress on this initiative and provide feedback on behalf of residents and stakeholders in District 2.

15 CATALYTIC PROJECTS

Redevelop the Friedrich Building

There remains a strong interest in the Friedrich building from San Antonio developers. The owners of the building have been approached about selling the building on multiple occasions and for a wide variety of uses. Due to the historic designation of the building, the large size, poor condition, environmental concerns, and financial disagreements the building has not been sold yet.

City staff remains committed to providing assistance should a feasible development plan be presented. The building, depending on the proposed use, is eligible for multiple incentives

through the TIRZ, Center City Housing Incentive Policy (CCHIP), and other City programming.



15 CATALYTIC PROJECTS

Improve the Mega Warehouse on WW White Road

Improving Mega Warehouse on WW White Road has been a focus of the Center City Development Office since the original summit meetings in 2010. City staff members worked diligently with Bexar County Opportunities Industrialization Center (BCOIC), owners of the building, to repurpose the old grocery store. The City had agreed to provide BCOIC funding to refurbish the building if BCOIC were able to find a tenant to help cover the cost of repaying the city. Additionally, this tenant would have brought commercial services to the area as well as the services BCOIC brought.



After City staff worked with BCOIC for over a year, a tenant was not identified although many potential partners expressed interest in the space. In the summer of 2012, the deadline for BCOIC to find a tenant passed and the city funding was directed to other projects.



15 CATALYTIC PROJECTS

Construct a streetcar system along Houston and Commerce Streets

VIA Metropolitan Transit is currently in the process of identifying the routes for the first phase of the funded streetcar system.

A streetcar connection would be a welcome addition to the Eastside, not only for its potential to increase access to jobs and education but also to increase access to the Eastside. There are many charming neighborhoods that people from across the city and out of town could explore that they might not otherwise. It could attract new customers to our many restaurants and locally owned businesses.

Despite there not being any concrete Eastside streetcar route plans at this point, there are still other transportation improvements that have taken place. VIA

has allocated \$10 million to the redevelopment of the Thompson Transit Station. Additionally, Iowa Street will be getting new bus stops and shelters as a part of the Iowa Street Reinvestment Plan and Commerce Street at I-37/281 is currently under construction to become a two-way road thus greatly enhancing access to the Eastside.

Universe of Alternatives

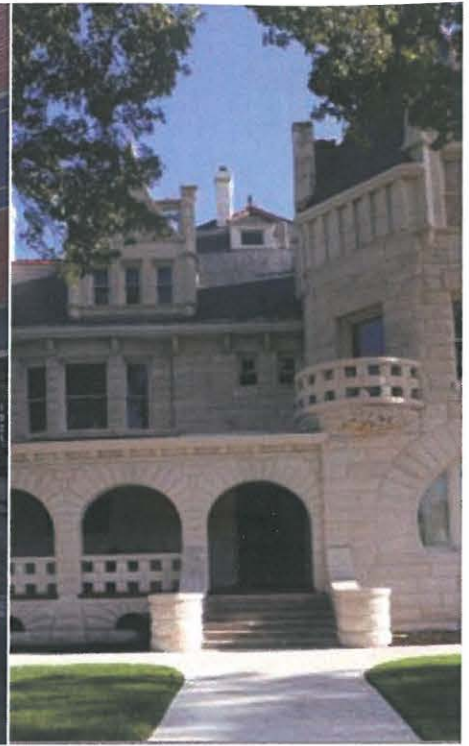


15 CATALYTIC PROJECTS

Create a reinvestment zone around for Sam Houston

Fort Sam Houston, and the thousands of people who go into and out of the gate every day, have long presented a great opportunity for the Eastside. Building on the opportunity and potential proved tricky because security restrictions based on gate closure requirements. At the 2010 Eastside Summit, attendees made clear their desire to see economic development return to the area around the fort.

In 2010, SAGE (San Antonio for Growth of the Eastside) partnered with the City of San Antonio and Government Hill residents to form the Government Hill NCR Partnership. NCR, or Neighborhood Commercial Revitalization, is a HUD funded program the City established in 1998 to promote revitalization of neighborhood commercial districts. The goals of the NCR for Government Hill, which forms the south and west board of Fort Sam Houston, are to build the neighborhood identity;



attract more customers to local businesses; increase profit for local businesses; fill vacant storefronts; and create a self-sustaining long-range growth plan.

Along the western edge of Government Hill and Fort Sam

Houston, near the Broadway corridor, a lot of new development and economic investment is taking place. Bakery Lorraine, on Grayson Street, has opened recently along with new apartments under construction at 1800 Broadway, and the new Children's Museum.

15 CATALYTIC PROJECTS

Develop Eastside corridors

Developing stronger corridors has been a focus of the Eastside reinvestment for the past year and it will remain so for the foreseeable



future. Building upon previous investments along Commerce, Houston, Iowa Street, and New Braunfels, among others, remains an important key to reinvestment.

With the work being completed along Iowa Street people should now be able to enter the Eastside, coming over the Joe Webb Bridge, and be impressed by the high quality housing, expansive park and variety of public amenities.

Commerce Street remains one of the most beautiful streets in the city with a stunning vista of downtown. A few projects are currently in the pipeline for east Commerce.

Last year, MLK Drive received an expansive facelift and that work

continued this year through expanded efforts of the City and Eastside residents. Investment in Eastside corridors also applies to North-South corridors. New Braunfels Street and Walters Avenue have also seen recently investment through the Incarnate Word Eye Clinic, the \$25 million St. Philip's Science Building, the Choice Neighborhood redevelopment plan, and through the work of small business owners like Norma Witherspoon of Nik's Drugstore.

In order for the Eastside to continue to grow and attract new businesses, investment in our corridors must continue, especially as our city builds towards a streetcar system and more walkable and pedestrian friendly neighborhoods.

15 CATALYTIC PROJECTS

Encourage mixed-use development that maintains the Eastside character

Building upon the history of Eastside neighborhoods where people could work, live, and play in the same area has been a guiding principle to new Eastside development. Looking at the past, in neighborhoods like Denver Heights, where restaurants, offices, and entertainment options were located near housing, has provided a guidepost going forward. With the redevelopment of Wheatley Courts, the development of Iowa Street, the rezoning of Dignowity Hill, and the Government Hill NCR we are seeing that return to Eastside residents being able to quickly and easily access working, shopping, dining, and living options all in the same place.

Encouraging this type of development is not isolated to historic neighborhoods but throughout all of the Eastside. In fact, Red Berry Estate is in the early stages of being redeveloped into an expansive mixed-use project that incorporates attractions for people from across the city



15 CATALYTIC PROJECTS

Create a retail development center near Willow Springs Golf Course

In August of 2012 the City of San Antonio purchased the Red Berry Mansion near Willow Springs Golf Course and the AT&T Center with the intent to redevelop the space into a mixed-use community.

As a part of the redevelopment plan, two community meetings were held to help establish a vision for how the property could grow and change. Redevelopment of this key parcel might create the opportunity for the desired retail development.

The community vision for the redevelopment of the Red Berry Estate development incorporates housing, walking trails, restaurants, and neighborhood commercial in a very scenic part of town with good views toward downtown and easy access to Fort Sam Houston.

This development potential is very exciting for the Eastside and could attract new market-rate housing.

